

Playhouse-66 / Theatre Scarborough

Season-41 Annual Report

August 1, 2019 to July 31, 2020

Message from the President

*The 2019-2020 season got off to a great start. All three groups opened their early season shows and delighted their audiences. The Players productions of **Rabbit Hole** and **Miracle on 34th Street** received great reviews and left audiences very satisfied. **39 Steps** and **The Cripple of Inishmaan** were successes for the Guild. SMT's **Into the Woods Jr** and **Out of the Woods**, along with **Into the Woods** and **Little Shop of Horrors** delighted patrons and had them leaving the theatre with smiles on the faces. It certainly seemed like 2019-20 was destined to be a successful season for all three groups and their audiences.*

The first indicator that this was not going to be a typical, happy season came with the news that long-standing volunteer extraordinaire, Marilyn Brady had passed away. Her loss was felt from the Theatre Scarborough Board of Directors to the front of house staffs and audiences. Everyone knew Marilyn and her friendly greetings and perpetual smile.

In late December 2019, we - like all of you - started hearing about the coronavirus and then the disease, COVID 19. We did not know at that time what an impact this virus would have on the community and specifically on Scarborough Village Theatre.

*Scarborough Players' production of **Pride and Prejudice** had opened and was receiving great audience response and reviews. No one suspected that they would be unable to finish the run as the state of emergency was declared in the province of Ontario and the City of Toronto. Players were forced to leave their set, costumes, and props in the theatre and cancel the remaining five shows.*

This was the start - as all three Theatre Scarborough groups have had to cancel shows that were in rehearsal and Guild's Red Plaid Shirt was ready to move in. After the March 13 closure, the doors of SVT have remained locked to all. The season has been wiped out and the future of shows is unknown at the time of this writing.

The implications of cancelling a season in mid-term, are far reaching. One of the biggest challenges has been to ensure audience members are kept informed about the changes and what was to happen about the already purchased tickets. This turned out to be a gargantuan task. The website notices and emails were not enough to assure patrons that we were aware of the issue and would respond to their concerns. This required hundreds of phone calls to the patrons from our Box Office volunteers. I want to recognize the incredible dedication of Rhoda Silzer, Wendy Miller and their team. Not only did they connect with the vast majority of ticket holders, but they made personal contact with some lonely people. Many of the calls evolved from information sharing to supporting community members on a personal level.

Theatre Scarborough continues to oversee the operation of the theatre facility while providing a forum for the three companies to discuss important issues and benefit from sharing good ideas and best practice. During these uncertain times the Board has investigated ways to apply for grants, loans and rent relief. All these are necessary to ensure the survival and ongoing strength of the three groups.

We have numerous challenges facing Theatre Scarborough as our society moves towards the new normal. We will continue to communicate with our members and our patrons. We hope that in the very near future we will hear the waves of applause from the theatre as we strive to return to doing the things we all love so much.

To all of our volunteers: Thank you.

Please remember you are the strength of our organization and we will continue to rely on your commitment.

Jerry Chadwick

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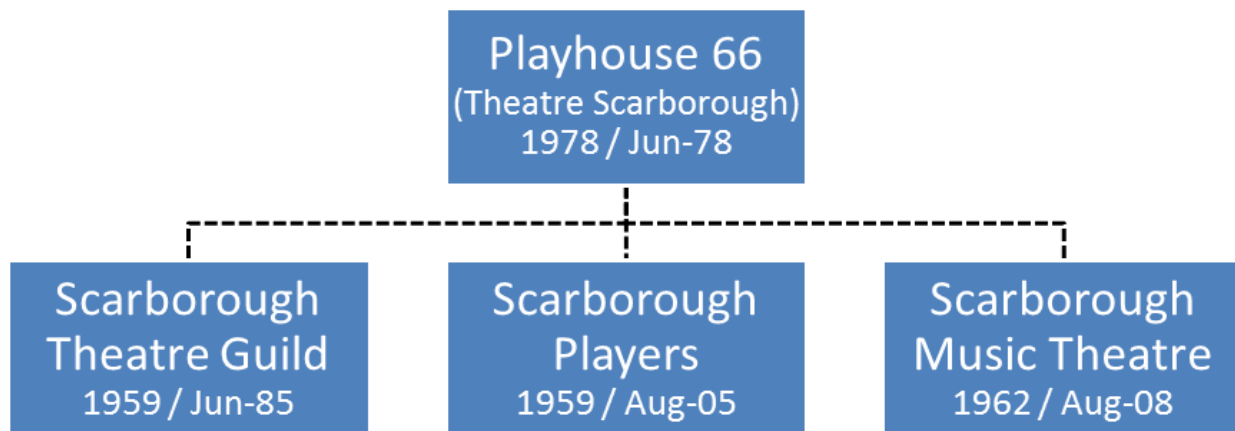
I. Theatre Scarborough Mandate

Theatre Scarborough (TS) was formed at the time of the construction of the **Scarborough Village Recreation Centre** to provide a single point of contact for the City when dealing with the member Performing Arts Organizations (Scarborough Music Theatre, Scarborough Players, and Scarborough Theatre Guild) whilst coordinating the use of the theatre.

Since the formation of TS, other areas of opportunity have been identified that benefit the member performing arts organizations from a single point of engagement. As a result of the Season 2018/19 Community Space Tenancy work, the TS Board identified that the following eight areas need Managers/Leads that report to the TS Board. These Leads can sit on the Board directly or can choose to not sit on the Board, but report to the Board. Currently TS is responsible to:

- Run the common Box Office
(leads Rhoda Silzer & Wendy Miller);
- Run a common website
(leads Dot Routledge & Mike Scott);
- Coordinate theatre management
(lead David Buffham);
- Lead engagement with City representatives
(lead Jerry Chadwick);
- Coordinate theatre marketing and publicity
(lead Mike Scott);
- Coordinate the operation of theatre refreshments
(lead Rhoda Brachman & June Bedford);
- Coordinate community partnership activities
(leads Katherine Turner & David Rudat);
- Coordinate theatre accessibility activities
(lead Diane Henson).

It behoves TS to continue to look for opportunities to leverage the combined power of the three member performing arts organizations via the harmonious and focused actions of Theatre Scarborough.



The dates indicate date of incorporation vs date registered as a charity.

The three theatre groups neither report to Theatre Scarborough, nor do they have any legal relationship to Theatre Scarborough, however the above picture is only meant to show the co-ordination effort between the four organizations.

II. Key Department Reports

1. The Theatre Scarborough Box Office

(The Box Office Co-Managers are Rhoda Silzer and Wendy Miller)

The Box Office is comprised of three distinct areas:

- Box Office at Home;
- Box Office at the Theatre (during performances); and
- Subscriptions - processing orders and mailing of tickets.

The first two require volunteers to be trained during a 90-minute session.

Due to this year's Covid-19 interruption, our Box Office volunteers were called upon to help contact over 1,200 patrons with tickets to cancelled shows in order to deal with each one individually. Thanks to Britt, Gary, Jennifer, and Teresa for making this work go much faster. We had great support from Mike Scott in sending email updates to our patrons and Dot Routledge in keeping messages current on the Theatre Scarborough website.

Our deepest appreciation goes to the following volunteers without whom the Box Office would be chaotic. They were quick to sign up each month for multiple box office shifts.

Jennifer Bakker	Gary Prudence
Teresa Bakker	Jason Silzer
Britt Noll	Jim Hyslop

For the 2020/21 Season, subscriptions have been cancelled in favour of selling single shows as soon as it is feasible. The three theatre groups are discussing COVID accommodations that will need to make all areas where we interact with our patrons as safe as possible. We hope to resume our subscription series for the 2021/22 season.

The Box Office is always looking for volunteers. This volunteering can be done from home and the schedule is flexible. We train you, plus offer a reference guide – and you can do as few or as many shifts as you want. Our patrons are very appreciative, and this is a great opportunity to gain customer service experience and add value for our ticket-buying patrons. If you are interested in volunteering with the box office please contact Rhoda or Wendy at:

boxoffice@theatrescarborough.com

2. Theatre Operations

(The Senior Theatre Coordinator is David Buffham, supported by Jennifer Bakker and Graham Duncan)

Over the course of Season 2019/20, the Theatre Operations team has been busy supporting the technical operations of the theatre space in a number of key areas:

- **Technical support to the resident theatre groups** for the 8 main productions of the season we were able to put up before the theatre was closed due to the pandemic, from move-in to move-out. In addition, we have supported community use of the theatre space, including a production, *Dying To Live*, which was presented in conjunction with the SVRC youth group.
- **Day-to-day maintenance** of the theatre space, including all electrical and mechanical systems that fall within Theatre Scarborough's responsibility to maintain.
- **Co-ordination with the City** in relation to fire alarm activation issues, to ensure that smoke and haze effects can be used within the theatre where necessary, whilst minimising the risk of activating the fire alarm and causing significant inconvenience to our patrons and other users of Scarborough Village Recreation Centre (SVRC).
- **Continued technical upgrades** and capital improvements to lighting, sound, and backstage facilities. These improvements include:
 - Workshop and props store arrangement has been completed (Thanks to Greg Nowlan)
 - House lighting plot updated.
 - Sound re-organization completed: powered speakers can now be switched on / off from the booth. Sound equipment in booth has been installed into a rack frame.
 - Installation of blues in orchestra loft and props area completed
 - Installation of emergency lights in lighting loft completed
 - Work in progress to allow for phased house light replacement during the next season
 - Maintenance tasks completed: replacement lamps and transformers for hanging blues, exit signs, etc.
 - Rogers modem for box office relocated from green room to lighting loft.
 - Replacement cork board for FOH board has been purchased - to be installed at the next available opportunity
 - Reinstallation of the swing gates in the orchestra level.
- **Focus on improving and maintaining technical safety** at the theatre, particularly for working at heights.

Technical Challenges during Season-2019/20

- **Dimmer System**
 - The lighting dimmer system failed at Scarborough Village Theatre during the run of Scarborough Theatre Guild's production of *The Cripple of Inishmaan*. Initial investigation showed that the "CD80 Supervisor Module" of the dimmer rack was stuck in Panic mode, which is a fail-safe mode intended to protect the dimmer rack in the event of a system failure. The immediate impact of this problem was a loss of control of all 70 dimmer circuits in the theatre, affecting all incandescent theatre lights. This also affected the control of the theatre lights which were being used to provide supplementary house light coverage.
 - A retrofit dimmer controller was sourced and installed which fully restored the dimmer system in the theatre to working order. There have been no further problems with the dimmer system as of yet. The system will continue to be monitored and further assessment will be done. The system is quite old and there are likely to be further issues in the future.
- **Renewal of Houselights** – Good progress has been made on the two main issues with the houselights including:
 - A source was found for replacement lamps for our existing houselight system. There are now working lamps in all 12 lights that are intended to be used, plus 100% spares;
 - The problem with some houselights flickering has been isolated, and a suitable temporary worked-around has been implemented. Further work will be required once we can again access the theatre;

- **Access to Theatre** – Due to the pandemic Scarborough Village Recreation Centre was closed to the public. We were unable to access the theatre from mid- March to mid-May. The SVRC liaison - Tim Scherk - kept us updated on City activities and protocols and acted as an advocate to allow us back into the space to do a safety check and remove rental items. At this time we continue to have limited access to the space and, as such, maintenance activities that would normally take place in August are on hold.

As Senior Theatre Coordinator I would like to acknowledge the support of Jennifer Bakker and Graham Duncan throughout the season, who between them attended every move-in and move-out. As well, I would also like to acknowledge the support of Katherine Turner, Lynette Hines, and Greg Nowlan throughout the season.

I would also like to encourage all users of the theatre space to contact us at any time with questions, suggestions, or complaints with regards to the theatre space via the email address:

svtech@theatrescarborough.com

3. The Theatre Scarborough Website

(The Website Managers are Dot Routledge, Jason Silzer, and Wendy Miller)

We continue to update and improve our website. With the help of Andrew Penley, the designer, the site is now more mobile-friendly and we have included a page for easy access to accessibility information.

Dot Routledge and Mike Scott currently act as overall administrators. The web team includes an update person from each company who can post announcements and update show pages when each production is cast. This was the 2019-2020 team: Wendy Miller, Ciara Crozier, Julie Adams.

During the 2019-2020 season we started looking at a redesign of our website which got side-tracked by the pandemic. We hope to pursue this during the coming season.

www.theatrescarborough.com

4. Season-2020/21 Season Brochure

(The Season Brochure Leads are Mike Scott & Dot Routledge)

Theatre Scarborough once again continued its practice of issuing a single subscription brochure highlighting the coming season. As seen in previous years, the brochure continues to be an effective method of reaching our subscription base to advertise what is in store for them at the theatre with Scarborough Theatre Guild, Scarborough Players, and Scarborough Music Theatre.

A total of 9,000 season 2020/2021 brochures were printed and 3,605 were mailed to current and past patrons. The remaining 5,395 were earmarked for distribution by Theatre Scarborough and the three groups at:

- the theatre;
- the rehearsal space for each group;
- libraries in the GTA; and
- events, such as Guildwood Day, Canada Day, The Taste of Lawrence, and The Guild Alive in Culture.

However, as a result of the pandemic, most are in storage at the theatre. As well, the content is no longer applicable.

In addition to highlighting the coming season, the 2020/2021 brochure also:

- highlighted the new hearing loop system that was installed at our theatre in August 2018;
- moved the order form to the centre of the brochure so it could be easily removed in one piece by subscribers (*feedback from patrons and staff*) leaving the remaining brochure intact;
- included refreshed instructional and information text; and
- continued recognizing the generosity of donors and sponsors.

We are pleased that the brochure continues to be a powerful vehicle for asking for donations! As we have learned, if you do not ask, you simply do not receive. This year we once again improved the placement of the request in the brochure and where it appeared on the order form. The end result was that this has increased our success in getting donations during our subscription season. As of 31-Jul-19, the following donations have been received through the brochure:

#	Donation Direction	Amount 2020	Amount 2019	Amount 2018
1	Theatre Scarborough	\$0	\$4,080	\$3,059
2	Scarborough Music Theatre	\$0	\$2,132	\$2,027
3	Scarborough Players	\$0	\$550	\$624
4	Scarborough Theatre Guild	\$0	\$654	\$553
5	Total	\$0	\$7,416	\$6,263
6	%-change vs prev-season		18%	32%

How Theatre Scarborough asks for support is something that continue to monitor. As Season-2020/21 subscription orders were received, a number did contain donations to one or more of the four organizations.

However, as a result of the coronavirus pandemic and the uncertainty of what the future will hold, it was decided not to process any of the subscriptions received. Thus any donations that came in when patrons submitted their subscription orders were also not processed. We will cross our finger that our generous donor will continue to give when we next publish a subscription brochure.

Overall, the brochure and its changes continue to be received well by patrons and any feedback is always tracked for the 2021/2022 season brochure – which we hope we will be allowed to have!

5. Theatre Refreshments

(The Theatre Refreshments Co-Managers are Rhoda Brachman and June Bedford)

In the beginning, the staff of the Scarborough Village Recreation Centre were responsible for providing refreshments services to theatre patrons. At that time, this was provided via the snack bar near the ice rink. However during shows with full houses, they would also set up a secondary location closer to the theatre – which was the location where our current refreshment set up is.

After the 1990's amalgamation of the cities of Scarborough and Toronto, the concessions within the community centers were awarded to "Country Style". Country Style provided their service during the hockey season – which ran from the end of September to the beginning of April. However, since this schedule did not support the full needs of our theatre patrons, a group from Theatre Scarborough met with representatives from Country Style to explore options. During that meeting, Theatre Scarborough was granted the rights to provide a limited service of refreshments to our patrons. Linda Brent offered to take on the responsibility of setting up this service.

Much discussion ensued about what this new service would be called. Eventually, "Theatre Refreshments" (TR) was the chosen designation.

Originally the theatre refreshments mandate was to provide low cost refreshments to our patrons. Over the years, the revenue contribution of Theatre Refreshments has been essential to off-set the rising costs of running our theatre. The activity continues to be a valued benefit to both our patrons and Theatre Scarborough operations.

Rhoda and June took over Theatre refreshments this season, and have been doing an awesome job. They carefully monitor which items patrons are most interested in so that they can focus stocking on those. Additionally they monitor changing costs to maintain a reasonable profit margin while keeping pricing as straightforward as possible during shows. Rhoda and June ensure that each show is staffed with one or two refreshments volunteers – **but more are always needed!**

Many thanks to Rhoda and June and their absolutely AWESOME volunteers for their DOZENS of hours maintaining and running the Refreshments area this past season.

John Anderson	Peter Jokhu
June Bedford	Dorothy Lee
Rhoda Brachman	Gary Prudence
Diane Henson	Maria Wu
Jacque Johnson	

Of course, our refreshments service paused on March 13 as a result of the COVID-19 closure. At this time, we're not certain if or how we'll be able to incorporate refreshments once we start to reopen, however we are exploring a number of scenarios to ensure that we are able to continue to provide this essential service, while keeping both our patrons and volunteers safe.

Don't forget, we offer the refreshments-perk to those volunteering during a show (50/50, FOH, back stage personnel, etc.) to obtain their beverages for \$0.50. Although costs continue to rise, Theatre Scarborough has agreed to continue to offer this perk to our volunteers.

6. Community Partnerships

(The Community Partnerships Co-Leads are Katherine Turner and David Rudat)

Our community outreach and partnerships have continued this year.

Aug-19, StARTypa - Again, we partnered in August 2019 with Denese Matthews and her Arts Festival for youth, StARTypa which runs each year in mid-August.

Fall 2019 – Greenwood Retirement Home at McCowan and Eglinton organized 20 of their residents to attend three different productions on the Saturday closing matinees: STG- *The 39 Steps*; SMT – *Into the Woods*; and SP – *Miracle on 34th Street*.

Thanks to all the volunteers from each group who went to Greenwood on the Friday before each performance to speak to the residents - answering questions and providing some background about the productions.

Thanks to the staff of the Greenwood Home for reaching out to TS to connect their residents and their families to our theatre. They also worked with our FOH staff to ensure their safety while in the theatre.

We hope to connect again with the folks at the Greenwood when it is safe and we are at full capacity.

Feb-20, the 2020-2021 Season Launch - Theatre Scarborough hosted another new, exciting initiative to reach out into the community and to our patrons. The 2020-2021 Season Launch was held Saturday, February 8, 2020 at the theatre!

Thanks to Mike Scott for suggesting the idea, for sending out the invitation through Arts People and for hosting the event. To all the groups' publicists – Ciara Crozier, Julie Adams and Mike Scott for getting the word out in patron newsletters, on Facebook and other social media.

Thanks to SMT for hosting the event on the stage of ***Little Shop of Horrors***. It was great fun to see Audrey up close!

Thanks to the amazing teams of actors and singers who came together to present highlights from the 11 productions we hoped to present in the 2020-2021 Season. Scenes were presented in order – as if the brochure came to life.

- The team from Scarborough Theatre Guild – Patricia Byrne, Connor David Cooke, Jeremy Henson, Len Henderson, Chelsea Jones and Susan Sanders
- The team from Scarborough Players – Bodene Corbitt, Dave Corbitt, Barton Graff, Jacob Klick, Kris-John Kucharik, Alan Maynes, Greg Nowlan, Katie Ribout, Alexandra Saul, Uju Umenyi and Katherine Turner
- The team from Scarborough Music Theatre – Charlie Davidson, Megan McDowell and Katie Wise with Adam Wienmann on piano

Thanks to Rhoda Silzer and Linda Brent for volunteering at the information table and accepting subscription orders.

We were delighted that an estimated 100 patrons came out to be entertained and get the details on the 2020-2021 season.

As a result of the coronavirus pandemic, all other community events – normally scheduled April through July – were cancelled.

Community participation and involvement remains a high priority for Theatre Scarborough, and in fact is one of the four pillars of the Strategic Plan. We will continue to look for new and innovative ways to engage our community, and will participate in the regular spring/summer events, once it is safe to do so.

As you know, much of the 2020-2021 season is now on hold. We have determined it is a subscription-free season and each group is reassessing the productions that make sense for our reduced capacity. We hope to actually bring the proposed productions to life once it is safe for larger cast shows.

III. Select Initiatives

7. Accessibility

(The Accessibility Lead is Diane Henson)

One of the requirements of the CST (Community Space Tenancy) Application was to indicate how Theatre Scarborough is accessible to the surrounding community it serves. The Board has:

- started to explore ways to increase access to community theatre performances to residents of neighbourhoods with high levels of low income;
- started to explore ways to increase access to audience members who might be nervous about attending theatre (especially first-time theatre-goers); and
- asked Presidents to discuss with their boards the possibility identifying limited *Relaxed Performances* at some point in the future.

As the ideas and strategies develop, further consultation will take place with the membership.

8. Accessibility for Ontarians with Disabilities Act (AODA)

It was confirmed by the Ministry for Seniors and Accessibility, that Compliance Reporting is based on the number of employees, as we have no paid employees we are not required to submit an annual compliance report. However, the requirements for compliance are a best practice we should be aiming for. Prior to March 2020, the Board was exploring ways in which we could introduce or enhance the following;

- Provide accessible customer service
 - Training volunteers to serve customers of all abilities
 - Welcome service animals and support persons
 - Create accessible ways for people to provide feedback
 - Put an accessible policy in place so volunteers and patrons can know what to expect
- Make public information accessible when asked
- Meet the AODA minimum requirements for any website enhancements and/or re-design.

9. Challenges this season

Every year, any Board will face unexpected challenges. The health and efficacy of the Board can be measured by how it meets and addresses these challenges.

1. **Challenge: Dealing with COVID-19 and the COVID-19 working Committee**

In response to the Covid-19 pandemic, the Theatre Scarborough Board created a Covid Contingency working committee. Members of this committee were charged with creating plans for safe theatre operations during the Covid pandemic should a reopening be possible. The committee met with Box Office Managers, FOH Coordinators, Refreshments Managers, and senior Theatre technical staff to create a list of policies and items that would be required to facilitate a re-opening that was safe for our patrons, volunteers, performers, crew, and musicians. The committee also surveyed patrons and volunteers to gauge their interest in a reopening and their safety requirements to attend once that happens. The work of this committee is ongoing and currently there are Zoom Townhall sessions being planned to share our plans and have an open dialog with our volunteers, members, and patrons. We look forward to being able to present live theatre again - and when we do, it will be in the safest way possible for all involved.

2. **Challenge: How do we do our annual theatre maintenance during COVID-19**

Due to the pandemic, we have had little access to the theatre over the past 4 months. Despite the limited access, some work has continued and our Senior Theatre Coordinator, David Buffham, has been able to arrange some brief supervised visits to the theatre to do a final safety check and make sure: all systems were shut down properly; all rental equipment was removed; and that the house lighting plot was to normal. Thus we are technically prepared for when theatre operations can resume. David has also created an updated listing of all lighting equipment and cabling currently in the theatre. He is hopeful that he will be able to do additional investigation of our dimmer issues once access is again available.

3. **Challenge: Working with the City during COVID-19**

The City advised Theatre Scarborough that we are still responsible for paying our lease on the theatre - even though we are not allowed access. This is a significant expense for the groups. Originally there was no flexibility in this. At the end of May, we were advised that we could defer rent payments for April, May, and June - however 2 of the 3 payments had already been cashed, and the third would clear in days.

We have since found a strong contact - and hopefully advocate - at Paul Ainslie's office. He allowed us to defer July, August and September rent. He advised they will be presenting to council in September for an extension on select rent deferrals - and in some cases rent abatement (for which he believes we would be a candidate). We continue to work with the City and hope to have good news within the next few months regarding additional rent deferral, and hopefully some rent abatement.

4. **Challenge: Moving forward from our first Board Self Evaluation**

At the end of 2018 Board sessions, we completed a **Board Self-Evaluation Questionnaire** (BSEQ) which provided an opportunity for the outgoing board to reflect on their experience in service to TS. During the course of S-2018/19, the current board discussed some of the lower scores (opportunities), to develop plans "how to do better". The findings from this work provided recommendations for the S-2019/20 Board. One of the most important recommendations was a clear day of orientation for the new Board meeting in September 2019. A follow-up BSEQ was given to the Board at the end of Season 2019/20. The results will be shared with the new Board in September 2020.

5. **Challenge: Status of Community Space Tenancy project**

In October 2018, we were made aware of changes in what used to be the *Below Market Rental Agreements* (BMR) with the City as we were invited to and attended information sessions at City Hall introducing the Community Space Tenancy Model (CST). It was in January 2019 that we received the Community Space Tenancy Application. Unbeknownst to us, we lost our legacy status when we signed the BMR in 20xx. The CST document was daunting and we realized that we needed to review and create appropriate policies and documents to complete this document. Lynette Hines and Diane Henson worked tirelessly to draft documents for the entire TS board to review, edit, and re-draft. Much time at TS Board meetings were needed - in addition to a dedicated meeting - resulted in a completed application (with 15 required support documents) sent to the City and our contact, Konrad Skorupa by the end of April.

We were expecting to get our new lease and new rate in early 2020 – however COVID-19 has “claimed another victim”. Konrad has confirmed that CST is on indefinite hold, until the COVID-19 environment settles somewhat. We will keep in touch with them until we get our new lease.

6. **Challenge: Revising our out-of-date TS By-Laws**

It was one of our goals this season to revise our rather out of date operating By-Laws. Several Board members were interested in working on this task. However a combination of unexpected Board member health challenges, and COVID-19 consuming priorities, this activity is being delayed for another season. The 2020-2021 TS Board will examine if this can be addressed in the middle of whatever COVID-19 activities are going on. If so, we will need to create a committee to draft the changes to be presented to the membership at town halls, and then voted on at the August 2021 AGM.



2019/2020 Annual Report

For Operations 01-Aug-19 to 31-Jul-2020

IV. Financial Statements

We have closed our year with a net profit of **\$7,198**.

Please note, PH66 bookkeeping is done on an accrual basis, and has a fiscal year end of 31-Jul-yy (*which is aligned to that of the theatre groups*). And to improve alignment between our organizations, PH66 recognizes ticket sales in the same year as that of the theatre groups. That way, ticket-monies delivered to <STG> should generally be the same as the ticket monies reflected in the <STG> end of year financials.

Total revenues for the year were **\$19,402**, which is a 635% decrease over revenue experienced in Season 2017/2018 (\$29,784).

Total expenses for the year were **\$12,204**, which is a 38% decrease over expenses experienced in Season 2017/2018 (\$19,837).

Financial Statements should be laid out to help the Board monitor and understand the financial activity and financial health of one's organization. Following is a high-level reminder of the purpose of the categories and breakdown we are using:

Expenses, shared shows the categories that are directly shared between the three groups. It is set up to transparently display that the categories balance to \$0. We see that this season, **Shared Expenses** fully balances.

Revenue, Tickets is intended to clearly show the net revenue that Theatre Scarborough receives from managing the Box Office. **Ticket Purchase Sales** are the funds handed over by our patrons. **Ticket Sales Distribution** are the funds that Theatre Scarborough hands over to the groups – less the TS-fee withheld. Starting in this fiscal (01-Aug-17) Theatre Scarborough introduced our

TS ticket-Fee = \$1 per tkt + 4% of the tkt sale price

which is withheld from this amount. **Total AP-fees** are the fees that Arts People takes away for managing the Box Office (*a 3-fee system that includes a credit card fee, per tkt fee, and a per credit card order fee*). What's left must at least cover Box Office expenses.

Expenses, Box Office reflects the expenses directly required to run the Box Office. The **Phone** that patrons call and leave messages, that allows our outstanding volunteers to work from home, or that is used in the booth during shows. The **Internet** that is used by the Box Office in the booth during shows. **Sub-tickets, print** the annual cost of printing the stack of subscription tickets. **Mailing costs** – The monthly rental of the Pitney-machine and the volume cost of running mail through – mostly for ticket mailing. **z-Other** other Box Office costs, including PO Box rental, blank tickets, and printer toner.

Revenue, other is intended to clearly articulate all other revenue streams – mostly refreshments, and any donations direct to Theatre Scarborough.

Expenses, other captures all other operations expenses –not related to the Box Office, but other expenses covered by Theatre Scarborough. A feature of the 2011 lease (that expired in Jul-16) is that we are now responsible for all equipment in the theatre – which is quite different than 9-years ago.

My deepest thanks to all members, volunteers, and donors who have so generously contributed their various resources to operate Theatre Scarborough, our Box Office, and the Theatre Refreshments activity. We hope to continue to be here for years to come.

Lynette Hines, Treasurer, Playhouse-66

1. Season-19/20 Income/Expense (I/E) Statement (01-Aug-19 to 31-Jul-20)

I&E	Yes							
Season	S-19/20							
T\$-Amt		Class						
Category	Sub-Cat	1. SMT	2. SP	3. STG	4. General	Grand Total		
1. Expenses, shared	1. Theatre Lease, 19/20	\$16,627	\$18,894	\$15,115	-\$50,636	-\$0		
	2. Sub Brochure	\$2,735	\$2,735	\$2,735	-\$8,206	-\$0		
	3. HST Rebate	-\$1,545	-\$1,726	-\$1,425	\$4,696	\$0	C	
	4. Insurance	\$1,543	\$1,543	\$1,543	-\$4,628	-\$0		
	8a. AP, Donations thru AP	-\$11,892	-\$12,407	-\$7,803	\$32,101	\$0	D	
	8b. AP, Donat-exp thru AP	\$219	\$61	\$13	-\$294	\$0		
	9a. AP, Retail thru AP	-\$1,140		-\$50	\$1,190	\$0		
	9b. AP, Retail-exp thru AP	\$54		\$2	-\$56	\$0		
1. Expenses, shared Total		\$6,602	\$9,100	\$10,131	-\$25,833	-\$0		B
2. Revenue, Tkts	1. Tkt-Purch-Sales	\$144,002	\$102,837	\$77,279		\$324,118		
	2. Tkt-Sales-Distrib	-\$129,687	-\$90,610	-\$68,270		-\$288,567		
	3. Tot-AP-Fees	-\$9,830	-\$8,250	-\$6,014		-\$24,094		
2. Revenue, Tkts Total		\$4,486	\$3,976	\$2,995		\$11,457		E
3. Expenses, BO	1. Phone (Rogers)				-\$102	-\$102		
	1. Phone line (Bell)				-\$389	-\$389		
	2. Internet (Rogers)				-\$893	-\$893		
	3. sub-tkts (print)				-\$1,027	-\$1,027		
	4. Mailing costs				-\$3,101	-\$3,101		
	7. Phone (Rogers)				-\$38	-\$38		
	8. BO-vol T/Y				-\$870	-\$870		
	9. z-other				-\$407	-\$407		
3. Expenses, BO Total					-\$6,826	-\$6,826		F
4. Revenue, other	1. Refreshment rev				\$6,625	\$6,625		
	2. Refreshment exp				-\$2,368	-\$2,368		
	2. Refresh-Mgr T/Y				-\$300	-\$300		
	3. Donations rev *	\$629	\$161	\$122	\$3,436	\$4,348		
	3. Donations, non-rct				\$1,312	\$1,312		
	4. Donations exp	-\$22	-\$6	-\$4	-\$73	-\$105		
	7. interest				\$8	\$8		
	8. HST Rebate				\$1,856	\$1,856		
	9. unrealized loss				-\$3,431	-\$3,431		
4. Revenue, other Total		\$607	\$155	\$118	\$7,064	\$7,944		G
5. Expenses, other	1. P-copy/Stationery				-\$564	-\$564		
	2. TC Honorarium				-\$1,425	-\$1,425		
	2. Theatre equip-exp				-\$569	-\$569		
	6. Professional fees				-\$113	-\$113		
	8. Bank Fees *				-\$264	-\$264		
	8. COVID Fees				-\$340	-\$340		
	9. addon distribute	-\$607	-\$155	-\$118		-\$880		
	9. misc-exp				-\$1,406	-\$1,406		
5. Expenses, other Total		-\$607	-\$155	-\$118	-\$4,681	-\$5,561		H
6. Capital-events	1a. SVT-angel-1, Defer-don				\$4,199	\$4,199		
	1b. SVT-angel-1, Cap-Dep				-\$4,199	-\$4,199		
	2a. SVT-angel-2, Defer-don				\$2,438	\$2,438		
	2b. SVT-angel-2, Cap-Dep				-\$2,438	-\$2,438		
	2c. SVT-angel-2, Defer-don				\$1,314	\$1,314		
	3a. Hear-Assist, Defer-grant				\$3,900	\$3,900		
	3b. Hear-Assist, Cap-Dep				-\$4,757	-\$4,757		
	4a. SVT-angel-3, Defer-don				\$1,923	\$1,923		
	4b. SVT-angel-3, Cap-Dep				-\$2,197	-\$2,197		
6. Capital-events Total					\$184	\$184		I
Grand Total		\$11,087	\$13,077	\$13,126	-\$30,093	\$7,198		A

1a. Notes for Season-19/20 Income/Expense (I/E) Statement

Let's look a little closer:

- A. **EOY Profit/Loss** – Of course we are very pleased with our **\$7.2k** end of year close as these are necessary funds to contribute to our reserves and move us forward to our reserves target;
- B. **Expenses, shared** – Is intended to transparently show flow thru funds between the groups and is intended to balance to \$0 – and it does!
- C. **HST Rebate** - We've applied for the rebate and hope to receive it back sometime in September;
- D. **Donations/Retail thru A/P** - Is intended to show/track credit card donations that TS receives on behalf of the groups, and then later distributes to the groups;
- E. **Revenue, tickets** -
 - E1. Tkt-Purch-sales – these are the funds that our patrons pay to purchase tkts;
 - E2. Tkt-Sales-Distrib – these are the funds that PH66 hands over to the groups. We see it is less. PH66 charges the groups \$1/tkt + 4% of the sale. This is necessary to
 - a. cover the cost that Arts People charges PH66, and
 - b. cover the cost of operating our Box Office (F);
 - E4. PH66 fees – paid by each group. Total fees paid over the course of the season;
 - C5. Tot-AP-fees – these are the fees that Arts People charges **PH66** for running a Box Office;
- F. **Expenses, BO** – Direct expenses required to run our Box Office. This includes
 - 1. Our phone line used by Box Office volunteers. Can be used form home.;
 - 2. Our Internet at SVRC;
 - 3. Printing those subscription tkts that patrons want mailed;
 - 4. Our Pitney machine for subscription and other mailings;
 - 8. Our nominal Box Office volunteer "thank you";
 - 9. Other miscellaneous expenses;
- G. **Revenue, other** – Primarily:
 - x. Refreshments, great job. We need to monitor that revenue appropriately offsets the costs;
 - x. Donations, mostly due to the excellent ask in our Season Brochure;
 - x. Sponsorships, again, none this year, and an area of opportunity;
 - x. HST-rebate, not precisely a revenue, but too complex to split across my multiple expense categories;
- H. **Expense, other** - Nothing out of the ordinary here, other than the fact that we are now tracking expenses against "**Community Outreach**" as the 5-year Strategic Plan identified the need for a dedicated portfolio for this, and we expect some nominal expenses in this space. Unfortunately with our COVID-environment, activities here were put on hold;
- I. **Capital Events** –
 - I1. Improvements due to Angel-1 activity we're able to offset the deferred donation against the depreciated asset;
 - I2. Improvements due to Angel-2 activity we're able to offset the deferred donation against the depreciated asset;
 - I3. The Trillium Grant only covered 80% of the equipment so after the deferred grant and the depreciated asset there is still and \$857 expense to "cover" for the next 5-years;
 - I4. Replacement of the lighting dimmers;

2. Comparative Income/Expense Statements for the past 4-years

I&E	Yes					
T\$-Amt		Season				
Category	Sub-Cat	S-16/17	S-17/18	S-18/19	S-19/20	
2. Revenue, Tkts	1. Tkt-Purch-Sales	\$392,807	\$464,879	\$452,857	\$324,118	
	2. Tkt-Sales-Distrib	-\$357,861	-\$417,669	-\$411,452	-\$288,567	
	3. Tot-AP-Fees	-\$23,930	-\$28,096	-\$28,059	-\$24,094	
2. Revenue, Tkts Total		\$11,016	\$19,114	\$13,346	\$11,457	C
3. Expenses, BO	1. Phone (Rogers)				-\$102	
	1. Phone line (Bell)	-\$1,370	-\$1,571	-\$1,388	-\$389	
	2. Internet (Rogers)	-\$1,009	-\$870	-\$1,480	-\$893	
	3. sub-tkts (print)	-\$1,604	-\$1,578	-\$1,989	-\$1,027	
	4. Mailing costs	-\$2,378	-\$1,918	-\$1,957	-\$3,101	
	7. Phone (Rogers)	-\$114	-\$124	-\$155	-\$38	
	8. BO-vol T/Y	-\$1,240	-\$1,360	-\$1,280	-\$870	
	9. z-other	-\$1,377	-\$1,111	-\$1,869	-\$407	
3. Expenses, BO Total		-\$9,091	-\$8,533	-\$10,117	-\$6,826	D
4. Revenue, other	1. Refreshment rev	\$11,648	\$14,589	\$11,929	\$6,625	
	2. Refreshment exp	-\$7,425	-\$7,952	-\$6,934	-\$2,368	
	2. Refresh-Mgr T/Y	-\$240	-\$360	-\$360	-\$300	
	3. Donations rev *	\$5,838	\$6,635	\$7,306	\$4,348	
	3. Donations, non-rct				\$1,312	
	4. Donations exp	-\$108	-\$74	-\$185	-\$105	
	5. Sponsorship rev	\$500				
	7. interest				\$8	
	8. HST Rebate	\$2,969	\$953	\$4,684	\$1,856	
	9. unrealized loss				-\$3,431	E
4. Revenue, other Total		\$13,181	\$13,790	\$16,439	\$7,944	
5. Expenses, other	1. P-copy/Stationery	-\$259	-\$1,043	-\$492	-\$564	
	2. TC Honorarium	-\$1,385	-\$2,265	-\$1,005	-\$1,425	
	2. Theatre equip-exp	-\$3,996	-\$2,064	-\$2,590	-\$569	lfw
	4. Website			-\$161		
	5. Community O/R			-\$382		F
	6. Professional fees	-\$2,712	-\$2,260	-\$2,486	-\$113	
	7. Phone (Rogers)	-\$339				
	8. Bank Fees *	-\$172	-\$205	-\$142	-\$264	
	8. COVID Fees				-\$340	
	9. addon distribute				-\$880	
	9. misc-exp	-\$692	-\$1,513	-\$1,605	-\$1,406	
	99. accounting adj		-\$7,158			G
5. Expenses, other Total		-\$9,555	-\$16,508	-\$8,863	-\$5,561	
6. Capital-events	1a. SVT-angel-1, Defer-don	\$4,199	\$4,199	\$4,199	\$4,199	
	1b. SVT-angel-1, Cap-Dep	-\$4,199	-\$4,199	-\$4,199	-\$4,199	
	2a. SVT-angel-2, Defer-don			\$2,438	\$2,438	
	2b. SVT-angel-2, Cap-Dep			-\$2,438	-\$2,438	H
	2c. SVT-angel-2, Defer-don				\$1,314	
	3a. Hear-Assist, Defer-grant			\$3,900	\$3,900	
	3b. Hear-Assist, Cap-Dep			-\$4,757	-\$4,757	
	4a. SVT-angel-3, Defer-don				\$1,923	
	4b. SVT-angel-3, Cap-Dep				-\$2,197	
6. Capital-events Total		\$0	\$0	-\$857	\$184	B
Grand Total		\$5,551	\$7,863	\$9,948	\$7,198	

2a. Notes for Comparative Income/Expense Statements

Let's look a little closer:

- A. Examine our 5-macroscopic categories:
- 2. Revenue, Tkts** – *Revenue from the \$1/tkt+ 4%-tkt-sales (from 01-Aug-17) that PH66 charges the groups ... after fees are deducted by Arts People;*
 - 3. Expense, BO** – *The direct costs from running our own Box Office;*
 - 4. Revenue, other** – *Our other revenue opportunities (net);* and
 - 5. Expenses, other** – *other expenses incurred to run PH66.*
 - 6. Capital events** – Just pulled out to clearly track the annual depreciation of capital activities, and the annual recognition of deferred donations;
- B. **Retained Earnings** - The \$10.6k profit is a positive result given that we stopped operations in mid-March;
- C. **Ticket Purchase Revenue** decreased by **14%** (\$11.5 vs \$13.3k). The decrease is due to the cancellation of the 4.5 shows;
- D. **Box Office Expenses** are down due to replacing the costly Bell phone with a Rogers contract in Nov-19, and asking for a 50% reduction on our Rogers costs in May onwards due to our COVID closure
- E. **Revenue, Other** is down since we lost 4.5 shows of refreshments, and we didn't receive the substantial HST rebate (compared to last season – due to the Hearing Assist purchase)
- F. **Expense, Other** is down since we were not able to execute our normal spending for theatre maintenance AND
- G. **Professional fees** - we've made a one-time accounting adjustment to recognize accounting fees in the fiscal paid (that minimizes next season adjustments due to actuals not matching estimates)
- H. **Capital events**, Perhaps I should just show a summary, but I like to monitor the detail. We're now depreciating all received donations to better balance all capital purchase depreciations

3. Season-19/20 Balance Sheet (as at 01-Aug-20)

Acct	Manual-BS		*** As at ***		
			31-Jul-19	31-Jul-20	
T\$ Amt					
Section	Category	Sub-Cat	S-18/19	S-19/20	
I. Assets	1a. Liquid assets	Bank Acct, AP	\$35,669	\$21,117	
		Bank Acct, Ops	\$17,801	\$17,541	
		Bank Acct, Ops invest		\$6,185	
		HST-Rebate	\$4,684	\$1,856	
		Refreshments IOH*	\$650	\$748	
	1a. Liquid assets Total		\$58,804	\$47,447	C
	1b. Acct receivable	S1819 Brochure			
		TT/AP final pmt	\$615	\$87	
		z-misc-receivable	\$39		
	1b. Acct receivable Total		\$654	\$87	D
	1c. Pre-paid Exp	as required		\$0	
		Hearing Assist			
		mailing costs			
		Theatre refurb-proj			
	1c. Pre-paid Exp Total			\$0	E
	1d. Capital Assets	a. purchase value	\$56,968	\$67,953	
		b. accum-depreciation	-\$19,792	-\$33,382	
	1d. Capital Assets Total		\$37,177	\$34,571	F
I. Assets Total			\$96,634	\$82,104	B
II. Liabilities	2a. Short-term	a-Owed to groups	-\$14,104	-\$8,669	
		GC, unused	-\$4,451	-\$5,168	
		Professional fees	-\$2,486		
		S1819 Brochure			
		x-misc-exp	-\$820	-\$310	
		z-adjustment			
	2a. Short-term Total		-\$21,861	-\$14,147	G
	2b. Deferred funds	Deferred donations & grants	-\$39,327	-\$35,168	
	2b. Deferred funds Total		-\$39,327	-\$35,168	H
II. Liabilities Total			-\$61,188	-\$49,314	
III. Reserves	3a. Mid-term	1. Members Equity	-\$28,706	-\$35,447	
		2. Retained Earnings	-\$6,740	-\$7,198	
	3a. Mid-term Total		-\$35,446	-\$42,645	I
III. Reserves Total			-\$35,446	-\$42,645	
Grand Total			\$0	-\$9,855	A

3a. Notes for S19/20 Balance Sheet

Let's look a little closer:

- A. **NOTE:** Balance Sheet doesn't yet balance. Further work to be done. Like a combination of COVID-complexities and rechecking the depreciation of capital assets and deferment of the matching donations and grants. This will be fixed before it is sent to our accountant;
- B. **Total Assets** are down, but that is primarily due minimal transactions thru Arts People since March;
- C. **Liquid Assets** are down, again there is no subscription activity through our bank accounts.
NOTE: We expect to see further depletion of the bank account funds as patrons of deferred tickets choose to convert to refunds;
- D. **Accounts Receivables** not outstanding Accounts Receivable at this time;
- E. **Pre-paid Expenses** no prepaid expenses at this time as there has been no activity to pre-pay;
- F. **Capital Assets** – are up as we made an additional emergency purchase this season. Depreciation of the previous 3-purchases continues;
- G. **Short term Liabilities** – are down (good). This is primarily due to:
End of year COVID balancing accounts for the \$8.7k, but H3 unused Gift Certificates are up;
- H. **Deferred Donations and Grants** – shows deferred grants and significant donations against capital purchases. This represents the donation/grant amounts remaining to depreciate from:
 - a. the 3-Angel donations; and
 - b. the Trillium grant for the Hearing Assist system;
- I. **Reserves** have increased to \$36.5k;
- H. **GC, Unused** – TS sells gift certificates. Some are sold direct to patrons; some are purchased by patrons for gifts to family/friends.
 - To date, 213 GCs have been purchased, at a total value of \$13.4k. Some GC have been partially redeemed, some have not been redeemed at all.
 - As at 31-Jul-20, **109** GCs have full or partial value totalling **\$5.1k**. An increase over last season, but not a concern, as we had fair GC sales in S1819.
 - Some unused GC date back to 2009. From the chart below, we can see that o/s GCs from 2009 through 2015 have not changed position.
 - Unfortunately no action last season due to COVID. In Season 2020/21, the Board might consider reaching out to these patrons to suggest conversion to a donation;

Season	\$-Purch	T\$-Purch	31-Jul-20 T\$-Remain	31-Jul-19 \$GC-O/S
S-09/10	7	\$664.00	\$38.00	\$38.00
S-10/11	19	\$947.00	\$249.00	\$249.00
S-11/12	20	\$1,301.00	\$422.00	\$422.00
S-12/13	12	\$617.00	\$240.00	\$240.00
S-13/14	23	\$1,514.00	\$548.00	\$548.00
S-14/15	22	\$1,309.00	\$419.00	\$419.00
S-15/16	22	\$1,606.00	\$596.00	\$596.00
S-16/17	13	\$797.00	\$94.00	\$138.00
S-17/18	32	\$2,158.00	\$798.00	\$798.00
S-18/19	25	\$1,645.00	\$903.00	\$1,003.00
S-19/20	18	\$886.00	\$861.00	
Grand Total	213	\$13,444.00	\$5,168.00	\$4,451.00

4. EXTRA, comparative I/E stmt from "Notice to Reader" (past 4-years)

I&E	Yes				
T\$-Amt		Season			
A-Category	A-Sub-Cat	S-16/17	S-17/18	S-18/19	S-19/20
1. Revenue	Box Office Mgmt	\$34,946	\$47,210	\$41,405	\$35,551
	Donations (def)	\$4,199	\$4,199	\$10,537	\$13,774
	Donations (net)	\$5,730	\$6,560	\$7,120	\$5,554
	Recovered Insurance	\$4,520	\$4,520	\$4,547	\$4,628
	Recovered Lease	\$55,730	\$54,945	\$55,135	\$50,636
	Recovered Promotion	\$9,792	\$8,895	\$8,100	\$8,206
	Refreshments (net)	\$4,223	\$6,637	\$4,995	\$4,257
	Sponsors	\$500			
	z-interest				\$8
	(blank)				-\$3,431
1. Revenue Total		\$119,639	\$132,966	\$131,839	\$119,183
2. Expense	Admin/Other Costs	-\$5,286	-\$11,778	-\$5,230	-\$2,494
	Amortization	-\$4,199	-\$4,199	-\$11,394	-\$13,591
	Box Office Admin	-\$7,851	-\$7,173	-\$8,837	-\$5,956
	Box Office AP Fees	-\$23,930	-\$28,096	-\$28,059	-\$24,094
	Gifts 2 qualified donees				-\$880
	Honorarium	-\$2,865	-\$3,985	-\$2,645	-\$2,595
	HST Rebate	\$2,969	\$953	\$4,684	\$1,856
	Interest/Bank-fees	-\$172	-\$205	-\$142	-\$379
	Professional fees	-\$2,712	-\$2,260	-\$2,486	-\$113
	Shared Insurance	-\$4,520	-\$4,520	-\$4,547	-\$4,628
	Shared Lease	-\$55,730	-\$54,945	-\$55,135	-\$50,906
Shared Promotion	-\$9,792	-\$8,895	-\$8,100	-\$8,206	
2. Expense Total		-\$114,088	-\$125,103	-\$121,891	-\$111,986
Grand Total		\$5,551	\$7,863	\$9,948	\$7,198

V. Appendices

1. Season-19/20, List of Theatre Scarborough Donors

Theatre Scarborough would like to thank our thoughtful 53 donors for their most generous donation this past season (total of \$15,349.90). Your support is deeply appreciated.

NOTE: This is a listing of those donating **DIRECTLY** to Theatre Scarborough

Platinum Level Supporter - \$1,000+

Anonymous, Angel
Marian Scharnagl

**Bronze Level Supporter
- \$50 to \$249**

Holly Allardyce
Anonymous-GEN
Anonymous
Penny Ashcroft Moore
Paul Bagnell
Roland Beauregard
Susan Boyce
Dorothy Brophy
Rosemary Brown
Russell Burton
Sean Galbraith
Andrew & Rose Ann Gatlin
Ellen Gerry
Diane Henson
Nadia Heyd
David & Lynette Hines
Dorothy Howley
Virginia Hurst
Mary Kirton
Sheri & Jim Kowalski
Diane and Daniel Lang
Farrell Macdonald
Elizabeth Marshall
Marg Misener
Morassutti family
Margaret-Anne Morrow
Louise Nagano
Magda Nusink
Drew Smylie
Katherine Turner
Nikki Warmerdam

**Supporter of PH66
- \$20 to \$49**

Blair Campbell
Carolyn Campbell
Bruce Dunbar
Margaret Fernandes
Lindsey Fiddes
Lilia Fitzpatrick
Keith Hebert
Norma Jean Hern
June Hollings
Jo Ann Joseph
Sean Kearney
Sherry Magee
Rachael Sedman
Bill Simpson
Robert Toms
Brian Underdown
Heather Urbansky
Marcia Winterbottom

Gold Level Supporter - \$500 to \$999

Carolina Cameron
Christopher Northey

Silver Level Supporter - \$250 to \$499

Patricia Cash

2. Season-2019/20, List of Theatre Scarborough Volunteers

A number of remarkable people put in hundreds of hours every year to help ensure that Theatre Scarborough runs as smoothly and effectively as possible. Just some of the volunteer activities executed by these individuals include: Box Office Operations, Theatre Operations, Theatre Refreshments, Community Outreach Activities, and the TS Board of Directors.

TS thanks the unbelievable support we received from our over 47 volunteers, and the hundreds of hours that they generously give to the group in order to support our productions throughout the year. However, we can never have too many volunteers. Please consider volunteering next season!

(Our deepest apologies for any names that we may have missed.)

Julie Adams	Chelsea Jones
John Anderson	Jacob Klick
Jennifer Bakker	Kris-John Kucharik
Teresa Bakker	Dorothy Lee
June Bedford	Alan Maynes
Rhoda Brachman	Megan McDowell
Marilyn Brady	Wendy Miller
David Buffham	Britt Noll
Patricia Byrne	Greg Nowlan
Jerry Chadwick	Andrew Penley
Bodene Corbitt	Gary Prudence
Dave Corbitt,	Katie Ribout
Ciara Crozier	Dot Routledge
Connor David Cooke	David Rudat
Charlie Davidson	Susan Sanders
Graham Duncan	Alexandra Saul
Barton Graff	Mike Scott
Len Henderson	Jason, Silzer
Diane Henson	Rhoda Silzer
Jeremy Henson	Katherine Turner
Lynette Hines	Uju Umenyi
Jim Hyslop	Katie Wise
Jacquie Johnson	Maria Wu
Peter Jokhu	

3. The Members of Theatre Scarborough

Membership in Theatre Scarborough (TS) is automatic with membership in any one of the three member performing arts organizations. Thus TS membership this past year was comprised of:

Group / Status	Scarborough Players	Scarborough Theatre Guild	Scarborough Music Theatre
Associate Members	7	n/a	75
Regular Members	94	37	67
Life Members	40	27	79
Technical / Honorary Members	n/a	10	n/a
Total	141	74	221

Thus, if we consider a few "overlap members", just shy of 425 individuals are members of Theatre Scarborough.

4. The Theatre Scarborough Board of Directors (Season-2019/20)

The Theatre Scarborough Board of Directors is 10-Directors, maximum. The Presidents of each of the three member performing arts organizations are the first three Directors. The remaining seven are the elected at the Annual General Meeting held every August: the Theatre Scarborough **President** and six additional **Members at Large**. The TS Secretary and Treasurer are then elected by the 10-TS Board members. The Theatre Scarborough Board of Directors meets at least monthly – often on the 2nd Saturday of each month, 10am to noon – all are welcome to sit in.

President	Jerry Chadwick	Directors – general
STG President	Len Henderson	• Marilyn Brady (to Sep-19)
SP President	Katherine Turner	• Diane Henson
SMT President	Dot Routledge	• David Rudat
Secretary	Wendy Miller	• Susan Sanders
Treasurer	Lynette Hines	• Rhoda Silzer (from Apr-20)

Being a member of the Theatre Scarborough Board of Directors can be a rewarding experience. Consider attending one of the monthly meetings to better understand what is involved! Consider participating in one of the portfolios and help shape Theatre Scarborough during the coming year.

5. Select Department Heads of Theatre Scarborough

In order to operate Theatre Scarborough, several officers are identified each year.

- Theatre Coordinator David Buffham (*with Graham Duncan, Jennifer Bakker*)
- Box Office Managers Rhoda Silzer and Wendy Miller (*Mick Scott BO-Admin*)
- Theatre Refreshments Managers Rhoda Brachman and June Bedford
- Website Managers Dot Routledge and Mike Scott
- Publicity & Marketing Managers Dot Routledge and Mike Scott
- Community Outreach Managers Katherine Turner and David Rudat